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AUTHORITY

AGO D/A ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

7801

IN REPLY REFER TO

AGAM-P (M) (5 Oct 67) FOR OT RD-670434

11 October 1967

**SUBJECT:** Operational Report - Lessons Learned, Headquarters, US  
Army Depot Cam Ranh Bay and 504th Field Depot

**TO:** SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*C. A. Stanfiel*  
C. A. STANFIEL  
Colonel, AGC

Acting The Adjutant General

1 Incl  
as

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DEPARTMENT OF THE ARMY  
HEADQUARTERS US ARMY DEPOT CAM RANH BAY  
APO 96312

14 MAY 1967

AVCA CR-D-SIPT

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967  
(RCS CSFOR-65)


TO: Commanding General  
US Army Vietnam  
ATTN: AVHGC-DH  
APO 96307

Forwarded herewith are three (3) copies of the Operational Report of this headquarters for the quarterly period ending 30 April 1967, in accordance with Army Regulation 1-19 and USARV Regulation 870-2.

FOR THE COMMANDER:

TEL: CHB 3483

1 Incl  
as

  
DAVID E. YOUNG  
1LT, AGC  
Asst Adjutant

FOR OT RO P1.  
670434

2

HEADQUARTERS  
US ARMY DEPOT CAM RANH BAY  
AND  
504TH FIELD DEPOT  
APO 96312

AVCA CR-D-SIPT

12 May 1967

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967  
(RCS CSFOR-65)

THRU: Commanding Officer  
US Army Support Command, Cam Ranh Bay  
ATTN: AVCA CR-IO  
APO 96312

Commanding General  
1st Logistical Command  
ATTN: AVCA GO-H  
APO 96307

Commanding General  
US Army Vietnam  
ATTN: AVHGC-DH  
APO 96307

Commanding General  
US Army Pacific  
ATTN: GPOP MG  
APO 96558

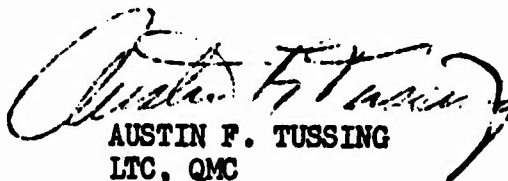
TO: Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, D.C. 20310

3  
AVCA CR-D-SIPT

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967  
(RCS CSFOR-65)

12 May 1967

The Operational Report of this headquarters for the quarterly period ending 30 April 1967 is forwarded in accordance with Army Regulation 1-19 and USARV Regulation 870-2.



AUSTIN F. TUSSING  
LTC, QMC  
Commanding

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*withdrawn at D.A.\**

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## **SECTION I - SIGNIFICANT ORGANIZATIONAL ACTIVITIES**

### **1. DIRECTORATE OF ADMINISTRATION**

#### **a. Significant Events**

- (1) New personnel: (See Paragraph 1a below)
- (2) LTC Haugen was promoted from Major on 15 March 1967.
- (3) Administrative Services has conducted an extensive renovation of their facility. This combined with a thorough reorganization and expansion of the operation has enabled this branch to significantly improve its services.
- (4) With the arrival of SFC A. L. Allen, personnel staff NCO on 18 April 1967, all personnel actions are receiving close scrutiny for accuracy and consistency with pertinent regulations.
- (5) With the arrival of SFC J. O. Agor on 17 March 1967, administration section NCO, all administrative matters passing through this office are being carefully examined and controlled.

#### **b. Outstanding Achievements of Individuals and Units**

- (1) PFC Sammy Howell, US 53 417 351, of HHC 96th Supply & Service Battalion (DS) was recommended to be awarded posthumously the Soldiers Medal for attempting to rescue two soldiers who had gone swimming in the South China Sea.
- (2) The 96th Supply & Service Battalion (DS) Commanded by LTC Arthur J. Gregg, received the Secretary of the Army United States Savings Bond Award for outstanding participation in the Savings Bond Program.

**c. Awards and Decorations:** 85 awards were processed during the months of February, March and April. (See Inclosure 1)

**d. Strength Beginning and End of Quarter:** Total assigned strength increased by 383 during the quarter.

**e. Personnel Assignment and Rotations:** LTC Torval J. Haugen replaced Major E. L. Kidd as Director of Administration. CPT Jack E. Turner was assigned to Director of Administration as Deputy Director of Administration. 1LT David E. Young replaced CPT Edward S. Gryczynski as Chief Admin. Services on 21 April 1967. Chaplain (MAJ) Camp replaced Chaplain (CPT) Gibson as Depot Chaplain. Chaplain Gibson became Chaplain of the 191st Ord Bn (AMMO). Sergeant

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First Class Jose O. Agor was assigned to the Director of Administration as administrative NCO on 17 March 1967. SFC Aubrey L. Allen was assigned to the Director of Administration as Personnel Staff NCO on 18 April 1967.

f. Casualties: Four deaths were sustained, none as a result of hostile action. (See Inclosure 2)

g. Promotions: 39 promotions were made to grades E-6 through E-9. (See Inclosure 3)

h. Reenlistments: Reenlistment rates for the quarter were: AUS 4%, 1st term RA 9%, career RA 68%. (See Inclosure 4)

i. Savings Bonds: 88.5% of eligibles. (See Inclosure 5)

j. Mail: 4,825 pieces of official mail were distributed. (See Inclosure 6)

k. Courts-Martial: Four special Courts and two summary courts were held. (See Inclosure 7)

l. Chaplain Activities: During the three months period, February thru April 1967, the Chaplain of HQ, USAD, CRB, performed its normal functions. Character Guidance briefings and classes were provided in accordance with training directives. Personnel counseling was at an average level. The majority of all counseling dealt with personal problems not directly associated with the military. This reflects a high level of unit morale within the Command. Special religious activities were conducted during this period reflecting the religious holidays of the Christian and Jewish faiths. Planning for a Depot Chapel to provide administrative space as well as space for services and Chapel activities was initiated during this quarter.

m. Visitors: Depot received a total of 32 distinguished visitors, or, on the average, one every three days. See Inclosure 8)

## 2. DIRECTORATE OF SECURITY, INTELLIGENCE, PLANS AND TRAINING

### a. Significant Events.

(1) During the reported period there have been no major organizational changes or changes in the mission of the Depot.

(2) On 26 April 1967 COL N A Gage was reassigned as the Commanding Officer, US Army Support Command, Cam Ranh Bay. LTC Tussing, Former Director of Storage, assumed Command of the Depot on that day.

(3) On 12 March 1967 the 630th Ordnance Company (Ammo) was reassigned to the US Army Support Command, Qui Nhon. In turn, the 205th Ordnance Platoon (Ammo) was reassigned from USASC, Qui Nhon to the Depot. This exchange of units caused a net loss of 150 authorized personnel spaces in an already undermanned activity of the Depot. On 16 April 1967 the 205th Ordnance Platoon departed Cam Ranh Bay for an indefinite period in support of combat operations. The loss of the 205th Ord Platoon has created a serious personnel shortage in the ammunition storage activity of the Depot. Currently, the replacement channels are taking all necessary steps to fill to authorized strengths the two remaining ammunition companies of the Depot.

(4) No other units were assigned to or reassigned to the Depot during the reporting period. Elements deployed from the Depot in support of combat operations during this period, as well as those elements deployed prior to the period and still committed, are shown in inclosure 9.

#### (5) Assignments/reassignments of Personnel.

The following personnel changes were made during the reporting period:

(a) Major Patrick Sharpe was relieved of his duties as Director of Security, Intelligence, Plans and Training on 16 February 1967 and departed for duties at the US Army Training Center Ft Dix, New Jersey.

(b) Captain John Thomson, the Aerial Delivery Officer of the Directorate assumed the duties of the director during the period 16 February 1967 to 20 March 1967. CPT Thomson reassumed his position as Aerial Delivery Officer on 20 March 1967.

(c) Major John L. Easterwood was assigned to the Depot from Aberdeen Proving Grounds, Md and assumed the duties as Director on 20 March 1967.

(d) SGM Arnold Arnold was reassigned from Ft Benning, Ga to this Directorate on 20 April 1967. On that date he was assigned as Depot Operations Sergeant in the Security, Intelligence, Plans and Training Directorate.

(6) The strength of the Depot as of 30 April is indicated below. The Depot Troop List is attached as inclosure 10.

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	<u>OFF</u>	<u>WO</u>	<u>FM</u>	<u>ACG</u>
AUTHORIZED	241	47	5301	5589
ASSIGNED	222	107	5800	6129
PRESENT FOR DUTY	200	100	5389	5689

(7) The Depot was engaged in normal operations during the 89 days of this period less the period of 6-19 February (see para b below).

b. Security.

(1) During the period 061800 Feb 67 - 190700 Feb 67, increased security measures were instituted throughout the Depot in anticipation of increased subversive activity during the Vietnamese Lunar Holidays, TET, 6-12 Feb 67. Security of the ammo storage areas was increased by adding four fixed guard posts and three roving patrols. Five 3-man ambush sites were established in and around the POL tank farms, and the sentries on the POL Jetty were increased. Communications nets were opened on a 24 hour basis throughout the TET period. Additionally, 25% of the night workforce were armed and had ammunition available at their work sites. No incidents of subversive activities were directed at Depot facilities during the holiday period.

(2) The number of personnel security actions processed by this directorate during the past quarter decreased significantly. The reasons for this being the large influx of individual replacements during the November-January quarter and the number of E-6's applying for investigations required for promotions under the provisions of USARV Reg 600-200. The number (by type) of personnel security actions processed by this directorate during the reporting period are as follows:

(a) Validations processed:	TOP SECRET	3
	SECRET	32
(b) CONFIDENTIAL clearances granted:		*14
(c) Local Files Checks conducted:		108
(d) Requests for investigating actions:		
1. Background investigations:		2
2. National Agency Checks:		28
3. USAIRR Checks (Utilizing USARV Form 235)		18
4. Tracer Actions (Utilizing USARV Form 235)		19

\* Includes those CONFIDENTIAL clearances granted by subordinate battalions.

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(3) There were nineteen Counter Intelligence Inspections of subordinate elements of this command conducted by Special Agents of the 524th Military Intelligence Detachment (CI). The inspections covered document control and accountability, personnel security and storage facilities for classified material. All storage facilities were found to be adequate. The few minor deficiencies noted were normally limited to inadequate implementing instructions of USARV Reg 380-5; no orders appointing an alternate custodian of classified documents and no witnesses appointed on orders for destruction of classified documents. This directorate has published and effected distribution to the lowest level of command, checklists to be utilized by unit commanders and custodians of classified documents when preparing for counter intelligence inspections. These checklists are complete in every way and coincide with those utilized by the inspecting agents; they are proving extremely effective.

(4) Continued efforts to improve the physical security of the ammunition storage areas and the POL tank farms included improvement and expansion of the perimeter traces in all areas, emplacement of multi-strand concertina fencing of the perimeters, and the continuation of ambush sites established during the TET period. However, repeated physical security surveys by USARV Headquarters reiterate the need for double perimeter cyclone fencing, outward glare perimeter lighting, sentry dogs, and guard towers. Repeated requests for perimeter fencing and lighting have failed to produce same -- primarily because of higher priorities placed on the required materials and contract construction effort. The project to construct a sentry dog compound for 100 sentry dogs was resubmitted during this quarter in anticipation of receipt of the dogs in early 1968. Based on discussions between 1LT Davidson, Security Officer of this Directorate, and 1st Logistical representatives at the 1st Logistical Command Security Conference of 21 April 1967, it is anticipated that perimeter fencing of Ammunition Storage Area Alpha will begin during the next quarter.

c. Intelligence. Spot reports indicate a buildup of enemy activity in and near the Cam Ranh Bay area during this period. This Directorate continues to expeditiously disseminate intelligence information to subordinate units and publishes the Cam Ranh Bay Weekly Intelligence Summary.

d. Training.

(1) All units conducted alert exercises during the three weeks preceding the Lunar Holidays. It was determined that all units were capable of performing the ground defense requirements in an effective and timely manner.

(2) On 26 April 1967, 1st Logistical Command conducted a training inspection of four units that had been received under the Accelerated Training Program: 539th Supply Company (RP), 548th Supply Company (GS) 575th Supply Company (Hvy Mat)(GS), and 423d Repair Parts Supply Company (GS). The units received an unrated score because of conflicting guidance regarding weekly training schedules. Although 1st Logistical Command Training Directives require a weekly training schedule prepared at the unit level and approved at the next higher headquarters, US Army Support Command, Cam Ranh Bay had granted relief from this requirement to all Depot units. This relief was granted based on the

heavy workload of the Depot and the need for on-the-job training to ensure continuity of experienced personnel as individuals leave the command. This conflict of requirements is being resolved and during the forthcoming quarter, units of the Depot will institute weekly training schedules. Since the units did not have approved weekly training schedules, the inspector was unable to verify accomplishment of mandatory training and, therefore, could not give a rated score on these inspections.

(3) The following units received training inspections by Headquarters, US Army Support Command, Cam Ranh Bay during the reported quarter:

4 Feb 67	109th QM Co	Satisfactory
23 Feb 67	HHC, 504th Fld Depot	Satisfactory
23 Feb 67	423d Sup Co	Satisfactory
16 Mar 67	128th Sig Co	Satisfactory
16 Mar 67	611th Ord Co	Satisfactory
30 Mar 67	855th Sig Det	Satisfactory
15 Apr 67	59th Fld Svc Co	Satisfactory
15 Apr 67	623d QM Co	Satisfactory
27 Apr 67	HHC, 191st Ord Bn	Satisfactory

#### c. Aerial Delivery Operations.

(1) During the reported quarter, 1328.66 s/tons were delivered by the 109th Quartermaster Company (Aerial Delivery). Aerial Delivery was utilized during Operation Junction City to deliver Class I (MCI and water), Class III and Class V. Last minute requirement changes continued to be a serious problem causing many lost man-hours. Efforts are being made to shorten lines of communication between requesting unit and the 109th QM Co (AD)

(2) The maintenance backlog of the 623d Quartermaster Company (Aerial Repair and Depot) increased due to the large air items return from Operation Junction City. Of 1887, 6-12D parachutes dropped on Operation Junction City, 1126 (59%) were returned as of 15 April 1967. At the end of the quarter 931, 6-12D's had been processed with 389 (41%) salvaged, 120 (13%) no repair necessary and 424 (45%) repaired and returned to stock.

(3) Draft copy of 1st Log Air Drop Contingency OPLAN was received on 10 April 1967. The proposed draft changed basic portions of the prerigged annex, improved guide lines on recovery of air items and updated several minor areas based upon delivery, recovery and maintenance data gathered during this quarter.

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f. Informational Activities.

(1) During the reported period the hometown news release program progressed with renewed emphasis. Due to the outstanding efforts of 1st James Davidson, The Depot Information Officer, and the Information Officers/NCO's of the subordinate units, the Depot submitted approximately 50% of the total releases submitted by Support Command, CRB during the quarter. February's total Depot submission of 764 releases, while being the smallest monthly submission of this quarter was, nonetheless, larger than last quarter's total of 697. The total informational submissions for the reported quarter are as follows:

	<u>Hometown News Releases</u>	<u>Photos</u>	<u>Feature Stories</u>
February	764	34	4
March	849	32	5
April	<u>1095</u>	<u>19</u>	<u>17</u>
	2708	85	26

TOTAL PROCESSED: 2819

(2) One required Command Information Class was conducted each month of the reporting period by subordinate units. The flow of support materials for CI classes down to this headquarters increased significantly and the information covered a varied range of topics, although primarily directed at orienting each soldier on the Vietnamese environment and the reasons for his being here.



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### 3. DIRECTORATE OF SUPPLY

#### a. Supply Operations and Changes.

(1) During this period the Supply Directorate converted its stock accounting system from a conventional machine assist, card offset updating system to a more sophisticated automatic release and backorder UNIVAC 1005 mechanized stock accounting system. This new system utilizes the fully automatic data processing capabilities of two UNIVAC 1005 card processors acquired during the last period. A completely new set of operating programs and procedures was developed, tested and initiated to implement the new system. This system relieves the commodity managers from the tedious handling of routine supply transactions and requires them to process only high priority and exception documents. Due to this change, the speed, accuracy and efficiency of the stock accounting system has been greatly increased, and the overall capability to support depot supply operations and to assist customers has increased significantly.

(2) During March a special team composed of both military personnel and Department of the Army civilians began a program of cyclic inventories for all stocks carried in the depot. This program is "Project Counter". Project Counter personnel are conducting an initial cyclic inventory on all line items in depot stock by federal supply class. Special, zero balance and warehouse refusal inventories are conducted by the Inventory and Adjustment Section of the Supply Directorate as required. Future plans are to gradually increase the size of this section, which will assume responsibility for conducting cyclic inventories when Project Counter is completed. Also during March a semi-annual inventory of non-perishable subsistence commodities was completed and stock record balances adjusted accordingly.

(3) Due to the initiation of two new programs by the Redball Express Section, the Redball processing rate increased from an average of 700 requests per week at the beginning of this period to over 2000 requests per week by the end of the period. The first program, Redball Expanded, allows Direct Support Units to use the Redball supply system in anticipation of deadline. That is, Direct Support Units may Redball requisition repair parts to build up a specified level of stocks before an item is actually deadlined. The second program, in-country referral or cross-fill of Redball requests, requires Cam Ranh Bay Depot to fill Redball requests for Saigon, Qui Nhon and Vung Tau depots if the item is available in this depot. The combination of these two programs as well as an increasing rate of normal Redball requests has resulted in an increase of approximately 1300 requests per week during this period.

(4) Throughout this quarter the Material Readiness Expediting Section provided continuous high priority supply support for several

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tactical operations. During the course of these operations, MRE expedited the shipment of over 1500 combat and combat support items on a 24-hour basis.

(5) As stock record balances were adjusted to conform with inventory balances provided by Project Counter personnel, commodity managers in the Stock Control Division initiated an intensive program to purify the posture of the Depot Authorized Stockage List. Stock levels were reviewed to determine balances in excess of authorized retention levels, changes in requisitioning objectives were recommended to the Inventory Control Center, and requests for cancellation of dues-in as well as requests for replenishment were initiated.

(6) During April interchangeability and substituteability identification information was added to the stock record cards based upon information provided by the 14th Inventory Control Center, Saigon. This information provides commodity managers with the capability of identifying line items for which there are substitute or interchangeable items in depot stock. As requisitions are received for items currently at zero balance or for non-ASL items, stock records are now screened so that a substitute or interchangeable item may be issued. I & S information has been provided to Direct Support Units, and all additions to Direct Support Units ASL's are thoroughly screened against the I & S File before additions are made to the Depot ASL. This information has significantly improved the depot's capability to satisfy customer demands and has reduced the number of backorders and passing actions required due to zero balance positions.

(7) In April a major project was implemented to update the due-in status on Engineer Class IV items. Dues-in initiated by Headquarters, 1st Logistical Command and those initiated by the depot were combined with all known dues-in from 2nd Logistical Command in Okinawa and CONUS supply sources. This combined listing was reviewed and follow-up actions were submitted to obtain current status. Supply sources were also requested to provide status on additional unrecorded dues-in scheduled for Cam Ranh Bay Depot. In addition, all dues-out for Engineer Class IV items were reviewed, and reconciliation of customer dues-out prior to 1 January 1967 was conducted. Approximately 2500 dues-out were cancelled, reducing the total number of dues-out by 84%.

(8) The Data Processing Division, based upon locator surveys conducted by the Directorate of Storage and Project Counter personnel, developed and prepared a depot mechanized locator file. This file consists of approximately 350,000 location cards covering 117,000 federal stock number items. This file has proven to be extremely beneficial to depot supply and storage operations and has been of tremendous assistance in the Project Counter Depot inventory program.

(9) The standardization program for the D7E Full-Track Tractor,

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Phase I for engineer units and Phase II for support units, was nearly completed this quarter. All known unit and maintenance float requirements have been filled, and there is a sufficient quantity of tractors on hand in the depot. In addition, the Clark 290M Wheeled Tractor and Scraper standardization program is also nearing completion. All engineer unit and maintenance float requirements have been filled. The remaining assets in stock will be used to fill requirements placed on other depots or retained in depot stock.

(10) Several actions have been taken to provide more stringent control in the processing of directed shipments, which include referral orders, redistribution orders and supply directives. Machine listings were prepared to record the receipt of all directed shipment documents. Machine listings were also prepared for all material release confirmations or upon rejection of an order. These listings were then compared to the original listing of receipts, and a final listing of confirmations and rejections was transcribed to the 14th ICC providing a complete record on all directed shipments.

(11) To provide depot customers better requisition status, a procedure was adopted to provide each customer a periodic status listing approximately every 7 to 10 days. The listings are prepared at the time the Open History Files are closed; they indicate to the customer all issues, passing actions, rejections, backorders or cancellations effected since the last listing was provided to them.

(12) During the quarter a program was initiated to compare customer ASL's against the Depot ASL to assure that customers are carrying valid and current items. By the end of the period twelve customer ASL's had been screened and annotated to indicate changed or deleted stock numbers. Approximately 60,000 lines have thus far been researched by the Technical Edit Section during this program. Moreover, on 3 March 1967 this same section completed the Item Identification Data File and screening of the Depot ASL. As a result of this project 29,833 line items were identified for deletion from the ASL due to changes in FSN or deletion from the supply system. In addition, approximately 2000 unit of issue changes were made.

(13) During previous customer reconciliations it was noted that dues-out had been established for units not supported by Cam Ranh Bay Depot. To prevent this, a visible file was established which contains customer account cards for all units and activities supported by this depot. Now requisitions presented at the customer assistance counter may be screened against the file to assure the customer is a valid requisitioner. If the Activity Code or Unit Identification Code does not appear in the file, further research is required, and the requisitions are not accepted without specific approval of the Director of Supply or higher headquarters.

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(14) A complete inventory was conducted on Dry Batteries during the period, and all batteries were tested for TBU (Test Before Using) dates. Only 5% of all batteries tested were found to be unserviceable and were disposed of locally. Dry batteries are managed on a manual system. The battery manager is now able to control the issue of batteries according to the oldest TBU dates.

(15) By the end of the quarter the list of authorized depot customers increased to 354. This figure includes a total of 36 Inter-Service Support Agreement and Common Supply System customers. Nine new ISSA/CSS customers were added during this quarter.

(16) During the period the Supply Directorate was able to identify the structure of the present depot stockage list by stockage list codes. This information was provided by the 14th Inventory Control Center based on a review of demand data accumulated in the theater since July 1966. This has been the first opportunity to identify stockage lists using this criteria. Many inconsistencies are evident, and additional analysis is required to provide a well balanced stockage position in the depot. It is significant to note that the depot stockage list was originated from push packages, line items requisitioned on the basis of other theaters of operations' stockage lists and the anticipated needs of this support area. This was fundamentally sound judgement based on the rapid build-up of the support mission of the depot. During this turbulent period there was little opportunity to solidify stockage requirements. However, the depot did maintain demand records, under the most difficult circumstances, that are considered to be sufficiently adequate to determine the structure of the stockage list at this point in time. As a result of this initial determination, the stockage list structure is as follows:

Demand Support Lines (Q)	34,417
Mission Essential Lines (M)	846
Combat Essential Lines (E)	1,149
Maintenance Float Lines (F)	32
Concurrent Support Lines (P)	11,287
Fringe Lines	<u>70,204</u>
TOTAL	117,935

This total does not include 1845 lines of Engineer IV and 232 lines of Class I. It is evident that the present structure leaves much to be desired. Continuous aggressive action is being taken by the

Supply Directorate in conjunction with the 14th ICC to further analyze demand data in an attempt to provide a well-balanced stock position in consonance with customer requirements.

(17) Based upon a comparison of the fiscal quarters ending December 1966 and March 1967, several favorable trends were noted. While the number of requisitions processed during this quarter decreased by 20,053 (8%), the number of requisitions ordered shipped increased by 51,175 (45%). Backorders established also decreased by 14,840 (24%) as did referral actions, which were 9,305 (28%) less than during the preceding quarter. The depot rejected 1152 (20%) more requisitions than in the previous quarter, and thus were able to significantly reduce the number of erroneous requisitions entering the supply system. This is attributed in part to the 100% technical edit procedures and later to the new UNIVAC 1005 system in which a machine match of FSN's is accomplished and non-ASL items are rejected for technical edit.

(18) The measurement of supply performance employs various facets of the supply cycle. Presently, the Supply Directorate measures performance in terms of demand accommodation and demand satisfaction. The initial burden of building the depot was not always conducive to measurement in this manner, and frequently supply performance percentages did not reflect the true performance of the depot. During the past 60 to 90 days intense efforts were expended in an attempt to depict supply performance more accurately. Intensified editing, use of interchangeable and substitute items, UNIVAC 1005 programming and customer assistance have resulted in significant improvements in supply performance percentages. Comparative percentages for the period for demand satisfaction are as follows:

February: 73.6%

March: 76.4%

April: 78.4%

This trend is expected to continue as additional refinements are introduced into depot supply management practices. Additionally, it is anticipated that measurement of supply performance will include other identifiable areas such as on time fill within issue priority designators in future computations.

#### b. Organizational Changes,

(1) A few of the internal organizational structures of various divisions and branches within the directorate were slightly modified during the quarter due to changes in functions caused by the conversion to the UNIVAC 1005 system. However, no major organizational changes occurred during the period

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(2) Simultaneous with the initiation of the Project Counter cyclic inventories, the Zero Balance Team, Warehouse Refusal Investigation Team and the Adjustments Section of the Stock Control Division were combined into a joint Inventory and Adjustments Section. As discussed earlier, this section assumed the mission of conducting special, zero balance and warehouse refusal inventories on an as required basis. This section will eventually assume the additional function of conducting cyclic inventories when Project Counter is completed.

(3) Previous to this quarter, the Redball Express Office consisted of three sections: Receiving and Editing, Processing, and Bulk Break Point. During this quarter two new sections, a Records Section and a Packing and Shipping Section, were added to the organizational structure. These sections were added to handle the increase in workload caused by the initiation of the Redball Expanded program and the Redball Referral and Cross-Fill program. Furthermore, additional personnel were added to the other three sections to handle the added workload.

(4) The Subsistence Branch of the Stock Control Division added a Commissary Section during the period. This addition was necessary to handle four large Inter-Service Support Agreement accounts: The Navy, Air Force, Vinnell Corporation and RMK-ERJ Corporation. These customers were formerly serviced by the Cam Ranh Bay Ration Breakdown Point. However, their volume of requirements became so large that it became much more efficient and expedient to issue in case and pallet lots directly from the depot.

#### c. Personnel.

(1) On 25 February 1967 the 3rd Composite Service Detachment DP arrived to augment the Data Processing Division. This detachment consisted of 2 officers and 26 enlisted personnel highly qualified in data processing techniques and procedures.

(2) During this quarter five Department of the Army Civilians arrived for a one-year assignment with the Supply Directorate. These individuals were assigned as Deputy Chiefs in four of the commodity branches and as Deputy Chief of the Document Control Division.

(3) During March and April, 24 Department of the Army Civilians, members of the CONUS Quick Reaction Assistance Team, departed this depot. By the end of the quarter six new members of the team had arrived for a 90-day tour of duty. This team consists of DA civilians from various Army Depots in CONUS serving in an advisory capacity for supply and storage operations.

(4) Due to the UNIVAC 1005 conversion, there were several internal reassignments of key personnel within the Supply Directorate during

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the period. A major change involved a shift of enlisted personnel doing routine filing of transaction and balance cards to new sections responsible for reviewing machine listings and preparing corrective or adjustment transactions. Also, several Vietnamese local nationals were transferred to other divisions since the manual tasks they previously performed were eliminated by implementation of the UNIVAC 1005 system.

d. Training.

(1) An extensive cross-training program was conducted during this quarter throughout the directorate to insure that the high number of personnel rotations scheduled for the ensuing quarter will not greatly affect completion of missions and the effectiveness of operations. Additionally, several key personnel were cross-trained in the new UNIVAC 1005 procedures.

(2) One to two-week on the job training programs in the Stock Control Division and Document Control Division were continued during this quarter. These programs are designed to completely familiarize new personnel with overall branch and division operations. Included in these programs are step by step procedures for processing customer requisitions. Approximately one day is spent in each functional area of the overall operation.



#### 4. DIRECTORATE OF STORAGE

a. General: This period saw changes in personnel of the Storage Directorate. Major Louis M. Klement was assigned as Chief of Engineer Construction Material Division. Captain Walter R. Jones assumed duties as Chief of Warehousing Branch, General Material Division. First Lieutenant Steven Wimpfheimer was assigned as Chief of Shipping and Receiving Branch, General Material Division. Lt. Richard H. Sittel was assigned as POL Operations Officer. CPT Carl M. Wilhite departed Vietnam 15 February 1967 for retirement.

(1) Numerous new missions and assistance teams were assigned during the period. On 15 March 67, the depot and Director of Storage was directed to assist the Army - Air Force Exchange Depot CRB, in improving their depot facility. This included shipping, receiving and warehousing. On 17 April 67, this depot was further directed to provide technical assistance in raising the standards of the 32nd Medical Depot. This required the assignment of approximately 15 EM and other depot assets to accomplish short term projects. This mission is still in progress and involves the complete rewarehousing of the medical depot and the relocation of other depot functions such as shipping and receiving.

(2) On 25 March 67, "Project Counter" arrived in the depot from CONUS to assist in locator and inventory. The team consisted of 42 military and 23 civilians. A cyclic inventory was immediately started using teams of both military and civilian personnel. Skilled civilian personnel were added to the identification section to expand it's capability. To date, approximately 20% of the inventory is complete with the remainder projected for O/A 1 Aug 67.

(3) Additionally during this period, the AMC Quality Assurance Team arrived with the mission of evaluating and assisting the expansion of in-storage maintenance and surveillance operations. They are expected to remain for about 6 months.

#### b. Subsistence

(1) Subsistence Division technical and administrative functions in support of the joint ATCO (14th Aerial Port) have been assumed by the USASC Class I Section. A continued reduction in Subsistence Division manpower resources prevented further personnel augmentation to the Joint ATCO.



(2) Cold storage operational resources were greatly increased by the occupancy of one permanent type refrigerated warehouse (occupancy of 3 additional warehouses is expected during the next quarter). The aforementioned commercial type refrigerated warehouses were used to store perishable subsistence formerly stored in the United Fruit Corporation refrigerated ship BONDIA. The storage of the subject perishable supplies on shore eliminated the depot's dependence upon Port to move storage perishable supplies to shore in order to meet customer demands.

(3) Dry storage "recouping" operations during the quarter were refined and now are carried out under continuous Veterinarian supervision. Recouping operations are conducted in a central point operated by elements of the 548th Supply Co (General Supply) (GS).

(4) The receipt of December 1963 date of pack of "C" rations presented a problem of adverse customer reaction to acceptance. The problem is not insurmountable as all such pallets have been subject to veterinarian inspection.

(5) There was 29,533 S/T of Class I on hand at the end of the quarter, an increase of 3,000 tons.

#### c. General Material

(1) This period saw an increase in the shipping and receiving activity. 14,077 S/T were shipped during the quarter compared to 9,699 S/T during the previous quarter. 31,984 S/T were received, compared to a previous 28,497 S/T.

(2) The program of rewarehousing and location surveys continues. Much of the location survey has been done in conjunction with the "Project Counter" operation. However, location surveys are performed by depot personnel. A complete mechanization of the locator file on EAM cards has been accomplished and has proved to be highly successful.

(3) Receipt of 212 house trailers began during the period. Most of the house trailers are still on hand pending disposition instructions.

(4) The depot Identification Section was expanded during the period and moved to a new warehouse facility. Civilian personnel from "Project Counter" are being utilized to assist in this mission. An OJT Training Program for military personnel was instituted.

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(5) Some personnel reductions have occurred as a result of normal rotation and the transfer within RVN of some elements involved in the storage operation. This has required a realignment of mission assignment for other units and increased training requirements.

d. Petroleum

(1) During the period the Petroleum support provided by Cam Ranh Bay Depot continued to rise. Several missions were changed and projects were started on new facilities to handle the increased commitment.

(2) During the first week in February a Petroleum Operations Center was organized under the 278th S&S Bn. This Operations Center was given the mission of supervising and controlling all of the petroleum activities assigned to the battalion. This relieved a large workload from the Petroleum Division, Director of Storage, and placed the mission responsibility at the working level of the battalion. The Petroleum Division is responsible for providing staff and technical supervision and guidance to the operating battalion.

(3) On 4 February the Truck Fill Stand became operational for the dispensing of Mogas and Diesel. This allowed the number of 10,000 gal collapsible tanks on the beach to be drastically reduced. At the present time there are only 6 each of the 10,000 gallon collapsible tanks left on the beach for the purpose of filling 500 gal collapsible drums. The opening of this fill stand greatly increases the efficiency of this operation and allowed the closing of part of a highly undesirable beach operation. On 7 April the 647th QM Co (Petrl Op) assumed the mission of operating this new truck fill stand from the 524th QM Co (Petrl Op) to relieve the 524th of part of its mission load.

(4) Construction of the 524th Petroleum Laboratory Building was started in the first part of this quarter. Completion is expected in early May with the personnel and equipment moving from Nha Trang at that time. This move will greatly increase the speed with which the laboratory results will be available to this headquarters.

(5) Also started during this quarter was an area for the filling and storage of 500 gallon tanks. This area is adjacent to Tank Farm #2 and will use the pipelines servicing the Truck Fill Stand for the source of fuel. The completion of this area early next quarter will allow the removal of all collapsible tanks

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from the beach area.

(6) Excesses were backloaded to Inchon, Korea and Okinawa during the month of March. A total of 20,090 55 gallon drums were identified as excess and shipped during this period. This reduced storage and quality surveillance problems for these items.

e. Engineer Construction Material

(1) The most significant change in the storage of Engineer Construction Material has been in the development at the Engineer Annex. It is located seven miles North of the Main Yard. The new area is approximately 1.5 million square feet and growing daily. The area is unimproved which presents numerous problems. Conventional military vehicles have difficulty in negotiating the terrain. This problem will be overcome in the near future. Within an eight day period the Engineer Annex received approximately eight million board feet of lumber which was placed on location.

(2) The Care and Preservation Section has been in production for one month. During this period 1508 pieces were processed valued at \$36,856.

(3) Significant increase in tonnage of cargo handling occurred during the reporting period. During February 1967, 63,016 S/T; March 1967, 72,038 S/T; and April 1967, 62,728 S/T were received, shipped and relocated. The stockage level was 170,557 S/T as of 30 April 1967.

f. Operations

(1) On 10 April 1967, operational control of MHE was assigned to the 96th S&S Bn and the 278th S&S Bn with staff supervision for allocation remaining with the Storage Directorate Operations Division. This will allow the Battalion Commanders to utilize MHE of their operational sections as they desire to meet load requirements. Director of Services has staff supervision for the overall MHE utilization.

(2) During this period the Operations Division assumed responsibility for Space Utilization activities and reports.

## **5. DIRECTORATE OF SERVICES**

a. Significant improvements in the operations of branches in this directorate were noted during this quarter. As senior non-commissioned officers became more familiar with the scope and requirement of the job their performances were more effective. In the Packing and Crating Branch, which includes a painting shop, production of box pallets, signs, and other wood fabricated items was up 225% without increase in personnel. During this period over 2300 box pallets were produced and 780 unit truck safety and other signs were produced.

b. The Labor Branch improved operations while reducing the number of local hired personnel. During this period 118 laborers prepared and laid matting for 216,000 square foot of hardstand, painted 236,400 square foot of building roofs and other structures, built two incinerators and seven temporary structures.

c. The Engineering Division, on a self help basis, engineered and wired four double quonsets, lights and wiring for the MHE Pool and provided for maintenance warehouse with commercial power. During this same period 80% of the generator power previously required in the depot was eliminated. During this period DD Form 1391's for FY 67 and FY 69 were rejustified and resubmitted on an updated basis. This information will be used to update the master plan for the US Army Depot, its expansion and future needs.

d. The Director of Services activated a Depot Communication Net consisting of 15 stations, two ground and 13 mobile. Depot Communication Net is compatible with all nets supporting battalions and is tied in with tactical net.

e. During this reporting period the field bakery produced 1,174,000 pounds of bread; the laundry processed 1,144,000 pounds of individual laundry and organizational clothing; the Graves Registration Point processed 19 remains and the Food Service made 142 visits to unit messes.

f. During the reporting period, the Transportation Division was re-aligned to centralize the movements function of the Division to cope with the ever increasing monthly shipments.

g. A "Highway Express Service" was established on 8 March 1967 for the movement of RED BALL/ARE cargo within the Cam Ranh Bay Support Command. Class II, IV, and Class I have priority two (2) and three (3) respectively. A total of 686.6 S/T and 1505.6 N/T have been moved during this reporting period.

h. A system has been established between the Port Command and Cam Ranh Bay Depot to return Transportation Control Movement Documents (TCMD's)

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to their originators. All TGD's will be used to note any pilferage and/or damage to cargo. Utilizing this system, pilferage and/or damage can be fixed to the installation, mode of transportation, and/or individual responsible.

1. During the reporting period, the Depot Transportation Office has been responsible for coordinating the movement of 4,194.6 S/T and 10,323.5 M/T of cargo in support of combat operations.

## 6. DIRECTORATE OF MAINTENANCE

a. LTC Messenger, former Director of Maintenance has returned to the ZI. LTC Davis, Commanding Officer of the 69th Maintenance Battalion (GS) is currently assigned the additional duty as Director of Maintenance.

b. Major Brown has been assigned as Deputy Director of Maintenance. This office is staffed with four enlisted men in addition to a constituted CMMI Team consisting of fifteen enlisted inspectors.

c. Results of roadside spot checks during reporting period:

### Depot Vehicles

Total vehicles inspected	-	-	58
Total vehicles rated satisfactory	-	-	39
Total vehicles rated unsatisfactory	-	-	19

### Non Depot Vehicles

Total vehicles inspected	-	-	395
Total vehicles rated satisfactory	-	-	186
Total vehicles rated unsatisfactory	-	-	209

d. Results of CMMIs during reporting period:

### Depot Units

Total units inspected	-	-	27
Total units rated satisfactory	-	-	23
Total units unsatisfactory	-	-	4

### Non Depot Units

Total units inspected	-	-	3
Total units rated satisfactory	-	-	1
Total units rated unsatisfactory	-	-	2

e. Results of courtesy inspections during reporting period:

### Depot Units

Total units inspected	-	-	4
Total units rated satisfactory	-	-	4
Total units rated unsatisfactory	-	-	0

### Non Depot Units

Total units inspected	-	-	1
Total units rated satisfactory	-	-	0
Total units rated unsatisfactory	-	-	1

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f. The following technical advisory visits were made during the ~~reporting~~ period:

Depot Units

14

Non Depot Units

4

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7. HEADQUARTERS COMPANY, 504TH FIELD DEPOT

a. Significant Events.

(1) The company was engaged in operation during the entire period, i.e., 92 days.

(2) The CMI team inspected the company on 13 Apr 67. The company passed with a materials score of 97 and a maintenance operation score of 92.

(3) The unit assumed the responsibilities of maintaining an 8 man guard at Depot on the 13th of March 1967.

b. Billeting.

(1) The company completed two new two-story buildings, bringing the number in the company area to 4. These buildings were completed on a self help basis.

(2) A day room was completed on 18 Mar 67. It contains a magazine section, a chaplans corner and a writing area.

(3) Facilities for billeting troops continued to improve during the quarter.

c. Mess.

(1) Mess operations and food acceptance continue to improve tremendously.

(2) The mess hall continues to serve a midnight meal in addition to the three standard daily meals.

(3) The mess hall was redecorated during this period.

d. Supply.

(1) The supply mission of the company remains strictly unit supply.

(2) Weapons cards are now in use, replacing makeshift index cards.

e. Maintenance.

(1) The unit motor pool constructed a grease rack and a



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tool room.

(2) The motor pool has also acquired a new maintenance tent and will have it in operation shortly.

f. Personnel.

(1) Personnel strength decreased during the period with a high "present for duty strength" of 42 officers, 3 WO's and 382 EM, and a low of 33 officers, 1 WO and 310 EM.

(2) On 21 Feb 67, 2LT Raymond A. Parodi, Quartermaster Corps, was assigned to the unit and assumed the duties of Supply and Mess Officer.

g. Training.

Accomplishment of training objectives continue to be difficult because of the long hours and split shifts; however, all objectives were met.

h. Morale.

(1) Construction of new billets and improved mess hall facilities have noticeably improved morale.

(2) In addition, the high state of morale can be attributed to the formation of a company basketball league, lengthened mail call hours and nightly movies in the company area.

## SECTION II, PART I - OBSERVATIONS (LESSONS LEARNED)

### 8. DIRECTORATE OF ADMINISTRATION (SAFETY)

#### a. Item: Traffic Accidents

Discussion: Numerous traffic accidents have occurred from causes such as: backing 2½ ton or larger vehicles without a guide; failure to match vehicle speed with road and terrain conditions; failure to select appropriate tire pressure for vehicles; and failure to approach, with caution, transport type vehicles unloading passengers. Lives have been lost as a result of some of these accidents.

Observation: Traffic accidents are caused by unsafe acts of a person or persons and in some cases, mechanical condition of equipment. By providing closer supervision, instruction and training of personnel together with good maintenance, accident rates have been reduced considerably.

#### b. Item: Traffic Signs

Discussion: Third party nationals have been observed driving vehicles in the depot area apparently ignoring traffic signs.

Observation: Traffic signs are being erected, tri-lingual, and large enough so that all may understand the signs.

#### c. Item: Driver Safety Hazards

Discussion: One of most common means of transportation for EM in off duty status is hitch-hiking. This way of transportation causes congestion on the roads, at intersections, and in some cases has caused serious traffic accidents.

Observation: Action has been taken to prohibit hitch-hiking and more soldier pick-up stations are being positioned on the roads.

#### d. Item: Fire weapons Safety

Discussion: Accidents have occurred within this command due in-large to careless handling of weapons.

Observation: Publications and training instructions are given to all members of this command with records kept at unit level of all personnel who attend. Refresher courses are conducted every three months. This type training has been given Command emphasis.

#### e. Item: Carrying of Fire Arms

Discussion: Personnel have been noticed entering secure buildings such as USO, PX, and recreation centers with weapons.

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Observation: It was recommended to Higher Headquarters that personnel clear all weapons when they enter buildings such as listed above. In addition, each activity provide for the checking and clearing of all weapons prior to an individual entering other parts of the building. It was further recommended that personnel from outside the area entering the Support Command Area be required to check their weapons at the Provost Marshals Office.

f. Item: MHE

Discussion: Personnel have sustained injury resulting from MHE operations. MHE has been involved in accidents during night operation.

Observation: Recommendations have been made and approved that all MHE will be painted yellow, except RTs. Reflectors will be used on the rear of all MHE, and reflector paint will be used on those parts of the equipment to define it for night driving.

g. Item: Personnel Injuries

Discussion: Due to the lack of supervisory personnel, long hours and hot climate conditions, personnel have become injured and much time has been lost on the job.

Observation: Emphasis placed on closer supervision together with citing OICs and NCOICs as responsible individuals for accidents occurring in their responsible areas have brought about greater safety awareness to all concerned.

h. Item: Awareness of Important Telephone Numbers

Discussion: Individuals in units are not aware of important telephone numbers in times of emergency.

Observation: All unit charge of quarters (CQ's) have been provided with information, in their duty instruction book such as:

Military Police telephone number

Ambulance telephone number

Fire Department telephone number

This is location \_\_\_\_\_, Unit, or activity (Specify exact location by street, grid or reference point.

i. Item: Lessons Learned

Discussion: Safety Awareness is the responsibility of everybody. All accidents depart a lesson for everyone's concern.

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Observation: On a monthly basis, lessons learned are printed and distributed throughout the command. The lesson learned consist of all accidents that have occurred during the previous month. The lesson learned, regardless of whether it is a major or minor incident, cites precautionary measures to preclude further occurrence.

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## 9. DIRECTORATE OF SUPPLY

### a. Item: ROK TOE/TA Authorization Project.

Discussion: One significant problem facing any supply source is the determination of valid authorization for issuance of supplies. This problem was no more evident than in the Supply Directorate's Republic of Korea Liaison Section into which all requisitions for ROK Forces, Vietnam flow. Initial issue was relatively simple to determine by using reference TOE's or TA's. However, a significant problem arose in determining the total amount issued, passed and backordered over a period of time.

Observation: The solution was a mechanized punched card TOE/TA updating system. Under this system, all Tables of Organization and Equipment and Tables of Allowances were collected for all ROK Forces supported. For each TOE item a TOE card was prepared with four transaction fields: total authorization, quantity issued, quantity passed and quantity backordered. For each TA item there is no specific Federal stock number; only a nomenclature determines item identification. Therefore, a Header Card containing the four fields of information discussed above was prepared, followed by several FSN cards with identical nomenclature. A weekly mechanized transaction cycle, using transaction cards coded to add to each of the three action fields and sum on the TA header cards, updates the complete authorization file. At any time a complete report may be prepared for all authorized items by preparing a machine listing of the total TOE/TA Deck. This system has proven to be an invaluable and accurate source for current authorizations and report preparation.

### b. Item: Redball Cross-Fill Referrals which are normally received daily were arriving at irregular intervals causing backlog situations.

Discussion: At first a two man processing team was formed for the sole purpose of expediting Redball referrals. During periods when referrals were not received daily, this team had nothing to do. Conversely, on the days when referrals did arrive, the volume was so great that the team could not expedite all referrals within the established time frame. Therefore, other key personnel had to be transferred from other duties to help process referral orders.

Observation: The referral processing team, due to uncontrollable circumstances, was not functioning as intended and was therefore disbanded. The two men were assigned as Redball request expeditors to help process normal requests. As the referral orders came in, a sufficient number of personnel were switched from processing normal requests to handle referrals within the allotted time. This system has proven to be much more efficient and has provided better utilization of manpower.

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c. Item: Reconciliation of Customer Dues-Out.

Discussion: In previous quarters, many customers had been quite lax in responding to the reconciliation program developed by the depot. Some customers had delayed as much as two months in reconciling their dues-out. As a result, much time and effort had to be devoted to reminding units of the necessity for their replies.

Observation: During this quarter the reconciliation procedure was changed by giving each customer a firm suspense date by which their reconciled listing of valid dues-out had to be submitted. Under provisions of paragraph 4-18c, AR 725-50, non-response to a cancellation request is sufficient justification for a depot cancellation. By emphasizing this provision and obtaining signatures as verification of unit receipt of reconciliation listings, the depot customers were persuaded to respond much more quickly.

d. Item: Stock positions for sized clothing and footwear have not been adequate to meet all demands.

Discussion: A review of the last known requisitioning objectives (RO's) for sized footwear and clothing indicated that the tariffed size range for each item had not been utilized in the initial establishment of RO's. Some RO's had been established for substitute and/or phase out items rather than standard items. All sized items were reviewed using the tariffed size range outlined in Supply Bulletin 10-253 as guidance, and recommendations for revised RO's were submitted to the 14th Inventory Control Center.

Observation: A constant surveillance of the stock positions for sized items must be maintained to insure that stockage objectives generally conform to the size range established in SB 10-253. This must be done until a sufficient number of demands has been recorded, at which time RO's may be established on the basis of demand data.

e. Item: Recently adjusted subsistence reserve stockage levels have generated excesses in depot subsistence stocks.

Discussion: Authorized depot reserve stockage levels have been reduced by recent changes to subsistence regulations. Consequently, the problem of what to do with stocks in excess of authorized reserve levels has arisen.

Observation: Through close coordination with other in-country depots, some excesses have been transshipped to fill existing and future requirements that would otherwise have been requisitioned from out-of-country supply sources. This transshipment of excesses between in-country depots

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and supply points has reduced existing excesses, filled existing requirements and prevented costly requisitioning from out-of-country sources.

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10. DIRECTORATE OF STORAGE

a. Item: Lack of suitable storage space for Engineer Fortification and Construction Materials.

Discussion: The Engineer Annex was required to receive and store approximately eight million board feet of lumber. This lumber was received and stored under less than ideal conditions. Military standard trucks, tractors and trailers were unable to negotiate the terrain. The only vehicles permitted in the area were the Vinnell Kenworth trucks and trailers (Sand Hogs).

Observation: The military standard rough terrain forklifts proved inadequate for this task. The Hough Payloaders were the only MHE capable of unloading and storing lumber in this area. Roads are presently under construction to facilitate the receiving and issuing processes.

b. Item: Care and Preservation of Engineer Construction Materials.

Discussion: All construction materials requiring care and preservation are being processed through the Care and Preservation Section. Numerous items are on hand that were packaged for domestic shipment within the Continental United States. These items have deteriorated rapidly and require extensive care and preservation.

Observation: In order to overcome this problem a Care and Preservation Section was established to ensure that all items are in a serviceable condition and ready for issue. This program will result in better customer satisfaction as well as a monetary saving to the Army.

c. Item: Increase in stack temperatures when the stacks are covered with tarpaulins.

Discussion: Unventilated covered subsistence items rapidly gain internal temperatures in excess of 100°F (danger area for many nonperishable items). The storage life of the items is then substantially reduced.

Observation: Ventilation is required for covered subsistence supplies. Pallets placed on top of stacks and beneath the tarpaulins give air space. The dropping of the side tarp but part way down the stacks allows air to enter beneath the tarpaulin and hence air circulation and temperature reduction is achieved.



d. Item: Loss of desired temperature is experienced while receiving large quantities of supplies into refrigerated warehouses.

Discussion: Unloading techniques are restricted to conveyor operations because of the inability to operate MHE of any type upon reefer whse floors having a substandard concentrated load capacity (6201/sq'). Hence the freeze room door remains open for extended periods of time causing a loss of desired temperature.

Observation: An insulated buffer having an opening sufficient to accomodate a conveyor roller and incoming cases of subsistence items positioned in the freeze room door is required to reduce the loss of desired temperature.

## 11. DIRECTORATE OF SERVICES

### a. Item: MHE Authority

Discussion: The TO&E authority for MHE is not related to the numbered field depot requirement. The total number of MHE authorized attached units would only suffice for 21% of the current requirement. The only TA for MHE authority, TA 50-916, has been obsoleted. Based upon a number of usable criteria, i.e. number of warehouses, amount of hardstand, availability of road nets, type of material to be handled, and forecasted tonnages to be handled, a meaningful TA allowance of equipment by type can be developed. The end result is an authority against which items maybe requisitioned. The TA follows the logic that the numbered TO&E equipment is not suitable or sufficient; the TO&E authority for units can supplement the depot's needs but they are in themselves limited and the units can be readily transferred to other geographical areas for operational needs. Therefore a TA is required based on the needs and requirements in a physical location without regard to the TO&E authority. Such a solution provides for consolidation at one level, all available MHE. The result in our case has been revolutionary in terms of capability. The deadline rate has dropped below the established 1st Log Command objective of 12.5% deadline and massive effort can be applied where required rather than on a piece meal basis from units. Detailed justification based upon actual hours of operation can be of material help in developing the right type of MHE needed.

Observation: Early developement of criteria for MHE makes work and computations easy in submission of a TA. Experience is a critical essential in determination of quantities and types. A TA is the most logical approach to equipment in a static area, using TO&E authority of units as a supplement.

### b. Item: Self Help BOQ Construction:

Discussion: This depot has been involved in the self help construction of ~~almost every~~ type of engineer effort to include electrical work. Due to the magnitude of the jobs and their complexities, common labor as recurring details are not profitable. It was determined that self help crews produce more utilizing some skills and keeping details within unit integrity on unit oriented projects wherever possible.

Observation: Whenever possible in using details, it is better to maintain unit integrity; permit them to work on something of their own and the effort is better and the results more pronounced.

### c. Item: Electrical Wiring Contracts and Wiring of Buildings:

Discussion: One of the major hold-ups in the BOD of construction

efforts has been the time required to install and complete the lighting in buildings. Two factors are a problem: (1) There is a definite shortage of electrical supplies, wire, convenience outlets, and similar appurtenances; (2) There is a lack of skilled personnel to keep up with the demand for electrical installation. In this current quarter hold-ups were experienced in almost every wiring effort except those handled thru a contractor. The problem seems to stem from a lack of supply demand information to create a pipeline fill in those supply items needed. When bills of material are made up and requisitioned, it takes a considerable period of time to develop data for stockage. Many types of electrical panel boxes have been found to be incompatible with others. Much of this could have been precluded if an electrical plan and vertical construction plan were processed simultaneously.

Observation: If the facility requires lighting, wiring and outlets of varying amperages and voltages, the construction plan should be provided with the compatible wiring plan so that supply action on these items can be taken during the vertical stage of construction. If central power is to be eventually included, weather heads and other electrical equipment necessary to hook up from a central source could be initially utilized for generator power and switched to other power later, precluding a double equipment entry problem in buildings.

d. Item: Transportation Movements - Ammunition, POL Combination:

Discussion: Considerable unnecessary effort has been occasioned in combat resupply and emergency resupply due to (1) explosive hazards of ammo, (2) incompatibility of storing POL and ammo together. The problem results from the movement of this material to the air base before the airplane is ready to receive. The storage area at the air base is small and when both ammo and POL are called forward or a quantity of ammo is called forward that exceeds the explosives limitation hold-ups are encountered in the forward movement. Loading ammo on S&P's and leaving them in a holding area is a suitable method however ammo must be unloaded and stacked on other pallets for aircraft. The ideal situation would be ammo loaded on air force pallets, stored on S&P's in a holding area and called forward as required. The same is true of POL.

Observation: Obtaining Air Force pallets upon receipt of ER or CE removes the problem of repalleting. With this time saved ammo need not be moved until air plane is ready to receive. This program can be integrated with POL movements to achieve proper timing without relinquishing safety factors and maintaining the segregation of ammo and POL.

e. Item: Bread Baking:

Discussion: Frequently coverage in certain ration products are found where they may be used in bread formulas in order to use up the surplus.

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In practice this has never proven efficient or effective because of the quantities involved. The bakery produces about a million pounds of bread per quarter or slightly more than 11,000 pounds per day. Approved bread formulas utilize 15 pounds of non fat dry powdered milk and 11 pounds of shortening or on a formula basis, in weight, 12% milk and 2.3% shortening. At 1,150,000 pounds total dough, weight only, 14,000 gallons of milk would be utilized. Average milk allowance in can sterilized milk is 196,875 gallons per quarter; the quantity used in bread amounts to less than 6% of the issued quantity. A further problem is that sterilized milk does not dissolve solids in the dough, mainly salt and sugar so that the bread is sticky and lacks texture qualities. The use of oleo is equally small, less than 23,000 pounds of oleo would be used compared to 380,000 pounds or total called for as a normal issue. Oleo does impart a pleasant color to bread but can only be used in a 4 to 1 ratio. Utilization would be only 2% of the total issue.

Observation: The bakery cannot utilize surpluses in rationed items except in minute quantities and sterilized milk definitely causes problems in texture and quality.

f. Item: A TA for Materials Handling Equipment was Prepared:

Discussion: When this depot was established as the 504th Field Depot under TO&E 29-512T, the equipment authorization contained no MHE. Units assigned to this depot were authorized various quantities of MHE; however, two major problems existed. (1) In many cases the MHE authorized units were not on hand, or were substitute items, i.e., commercials where R/T's were authorized and (2) the type and quantity of MHE was incompatible and insufficient with the general mission and scope of operation. The idea of utilizing a TA authority was not feasible initially because the magnitude of the operation was unknown and the TA 50-916 had insufficient data and criteria for computation. When we then considered the US Army Depot Cam Ranh Bay requirement based on tonnage receipts is used, hardstands, cargo areas, etc., it was then possible to develop computations from a year's experience. As a result, a TA was developed and submitted. It provided for MHE and collateral equipment to operate this depot regardless of unit's assets. Experience shows that units are moved elsewhere with personnel and equipment but the mission does not reduce; the tonnage of receipts and shipments remains the same. A 30% float is authorized in USARV Regulation 750-17 with change 1, a quantity that would approximately equal the quantity of MHE in unit authorizations. Therefore, TA quantity plus maintenance float equals depot's requirement and unit's TO&E authorization. If depot stock then is normal and maintenance provides normal evacuation and repair, sufficiency of this equipment is assured.

Observations: Once the magnitude of the mission is propounded in a static situation, authority should be computed based on actual operations plus unit assets rather than trying to change unit concept or TO&E allowances,

41  
TO&E units should retain their authorization integrity. In the static depot, the basic organization must have its own assets based on its needs. The AR 310-40 series provides the basis for such equipment authorization development and considerable effort is necessary early in the initial depot development stage to insure later adequacy and resupply of equipment.

g. Item: Unit Moves:

Discussion: During this quarter, many units were relocated within the Republic of Vietnam. In most cases the unit was given ample time to prepare for movement. However, on one occasion a unit was given notice to move within a short time. The unit did not have detailed loading plans or documents for movement. Complications arose when the unit was broken into different sections and shipped separately.

Observations: Units are always subject to relocation. Detailed loading plans and Transportation Movement Control Documents should be prepared for each unit and further broken down to be prepared for each section within the unit to facilitate loading and movement.

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12. DIRECTORATE OF MAINTENANCE

a. Item: Adequacy of Maintenance Management and Operations.

Discussion: Continued emphasis on roadside spot check inspections and quarterly CMI.

Observation: Inspections by CMI team during past quarter showed a decided improvement in maintenance posture and maintenance management and operations in the units inspected. Roadside spot check of vehicles showed improved operator and organizational maintenance.

b. Item: Deadline of rough terrain forklifts.

Discussion: High percentage of deadlined rough terrain forklifts.

Observation: During the past quarter, percentage of rough terrain forklifts on deadline has been reduced significantly due to improved maintenance, supply of repair parts and added emphasis on training of operator personnel.

43  
AVCA CR-IO (14 May 67)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967  
(RCS CSFOR-65)

Headquarters, US Army Support Command Cam Ranh Bay, APO 96312 2 JUN 1967

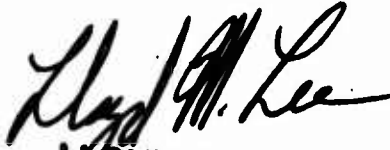
THRU: Commanding General, 1st Logistical Command, APO 96307  
Commanding General, US Army Vietnam, APO 96307  
Commander-in-Chief, US Army Pacific, APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D.C. 20310

The inclosed Operational Report submitted by the US Army Depot adequately reflects the activities of the unit for the period indicated with one comment. Section II, Part I, paragraph 8e: The facilities mentioned normally require clearing and turn-in of weapons prior to entry under present regulations. Such facilities should require this action if they are not already doing so. As the Office of the Provost Marshal does not maintain a separate arms room, suggest that a facility be provided in the headquarters area for temporary storage of weapons belonging to personnel entering the area on a temporary basis.

FOR THE COMMANDER:

1 Incl (2-copies)  
as

  
LLOYD M. LEE  
LT AGC  
ASST AG

44

AVCA GO-O (12 May 67) 2d Ind  
SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967  
(RCS CSFOR 65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307 21 JUN 1967

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH APO 96307

1. The Operational Report - Lessons Learned submitted by the 504th Depot for the quarterly period ending 30 April 1967 is forwarded.

2. The 504th Depot engaged in combat service support for 89 days during the reporting period.

3. Concur with basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:

*Timothy S O'Hara*

TIMOTHY S. O'HARA  
1LT, INF  
Acting Asst AG

TEL: Lynx 430/782

1 Incl  
as (1 cy w/d)

5 Jul



45  
AVHGC-DST (14 May 67) 3d Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
30 April 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 22 JUL 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 30 April 1967 from Headquarters, US Army Depot Cam Ranh Bay as indorsed.

2. Pertinent comment follows: Reference item concerning carrying of firearms, paragraph 8e, page 25 and 1st Indorsement: Nonconcur. Comments in 1st Indorsement are valid.

FOR THE COMMANDER:

1 Incl  
nc

*C. E. St. Martin*  
C. E. ST. MARTIN  
Capt. AGC  
Asst AG

46  
GPOP-DT (14 May 67)

4th Ind

SUBJECT: Operational Report for the Quarterly Period Ending 30 April 1967  
from HQ, US Army Depot, Cam Ranh Bay (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 25 SEP 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding  
indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

*G. L. McMillin*

G. L. McMILLIN  
MAJ, AGC  
Asst AG

1 Incl  
nc

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**CASUALTIES (DEATHS)**

**Bubanks, Carl M.**

**SFC E-7**

**510th Engr C**

**Fenceroy, William**

**Pvt E-2**

**855th Sig Det**

**Gallant, Roy D.**

**US 52 650 592**

**524th QM Co**

**Powell, George T.**

**SSG E-6**

**HHC, 504th**

**Inclosure 2**

**42**

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## PROMOTIONS

	<u>E-6</u>	<u>E-7</u>	<u>E-8</u>	<u>E-9</u>	<u>TOTAL</u>
278th S & S BN	7	1	0	0	8
69th MAINT BN	3	1	0	0	4
96th S & S BN	6	3	2	0	11
191st ORD BN (AMMO)	0	1	4	1	6
HHC 504th FLD DEPOT	2	5	2	1	10
Total	18	11	8	2	39

Inclosure 3

43

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	REENLISTMENTS DA OBJECTIVE	ACTUAL
First Term RA	33.3%	9%
Career RA	80.0%	68%
AUS	7%	4%
Res Components	20%	None eligible
TOTAL	NONE	19%

Inclosure 4

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**MAIL**

50

1. Publications
  - a. 1860 boxes received
  - b. 1220 boxes shipped
2. Distribution (incoming and outgoing): 12,350
3. Newspapers: 202,204
4. Staff Messages
  - a. Incoming 3,252
  - b. Outgoing 566
5. Classified Repository
  - a. Secret 140
  - b. Confidential 706
6. Reproductions: 1,487,920
7. Mail
  - a. Incoming 4,825
  - b. Outgoing 293

**Inclosure 6**

**45**

<u>UNIT</u>	<u>OPERATION OR ACT SUPPORTED</u>	<u>LOCATION</u>	<u>PERSONNEL</u>	<u>DATE DEPARTED</u>	<u>EST DATE RETURNED</u>	<u>TYPE MISSION</u>
<u>96th S&amp;S Bn</u>						
575th QM Co	FSA Song Mao Summerall	Song Mao	2-EM 1-EM	26 Feb 67	14 Mar 67	2 R/T w/operators 1 R/T w/operator
53d QM Co	Phan Thiet SAC	Phan Thiet	6-EM	24 Sep 66	Indef	Class I Support
575th, 539th 855th QM Co's	Combat Opns	J-1 USARV	4-EM	14 Apr 67	Indef	4 cooks
221st QM Co	Tuy Hoa SAC Combat Opns	Tuy Hoa	1-EM 1-0 277-EM	10 Apr 67 10 Apr 67	Indef Indef	GR Spec TDY
855th QM Co	Combat Opns		1-0 44-EM	10 Apr 67	Indef	Class I Plat TDY
575th QM Co	Combat Opns		1-EM	10 Apr 67	Indef	R/T operator
<u>278th S&amp;S Bn</u>						
524th QM Co	FSA Song Mao	Song Mao	1-EM	26 Feb 67	14 Mar 67	POL Lab Tech
109th QM Co	Junction City	Junction City	15-EM	23 Feb 67	7 Apr 67	3 per DZ as tech advisors
<u>121st Ord Bn</u>						
611th Ord Co	Byrd	Byrd	2-EM	Sep 66	Indef	Ammo
33d Ord Co	FSA Song Mao	Song Mao	1-NO 12-EM	26 Feb 67	14 Mar 67	ASP Opns
174th Ord Co	Qui Nhon SC	Qui Nhon	20-EM	Jul 66	25 Mar 67	Renovation TDY

<u>UNIT</u>	<u>OPERATION OR ACT SUPPORTED</u>	<u>LOCATION</u>	<u>PERSONNEL</u>	<u>DATE DEPARTED</u>	<u>EST DATE RETURNED</u>	<u>TYPE MISSION</u>
205th Ord Plat	Combat Opns	1-0 1-WO 88-EM		16 Apr 67	Indef	ASP Opns TDY
EOD Section		Nha Trang SAC 2-EM Phan Thiet 2-EM		15 Dec 66 1 Jan 67	Indef Indef	EOD Support EOD Support
630th Ord Co		An Kho 2-0 1-WO 107-EM				PCS
HHC, 191st Ord Bn	Combat Opns		2-EM	14 Apr 67	Indef	2 cooks
<u>69th Maint Bn</u>						
128th Sig Co	1st Cav 1st Log	An Khe Saigon	3-EM 1-EM	5 Jan 67 10 Feb 67	5 Feb 67 24 Feb 67	Radio repair Pick up supplies
129th Maint Sup Co	Modification Team	Phan Rang	1-EM	11 Feb 67	4 Mar 67	Maint
	PSA	Tuy Hoa	1-EM	11 Apr 67	Indef	Refrigeration
510th Eng Co	149th Maint Co	Pleiku	1-EM	20 Mar 67	8 Apr 67	Linison
	"	"	10-EM	20 Mar 67	8 Apr 67	Eng Maint
	"	"	2-EM	31 Mar 67	Indef	"
	"	"	1-EM	7 Apr 67	Indef	"
135th HEM Co	63d Maint Bn	Nha Trang	12-EM	6 Jan 67	6 Mar 67	Small arms repair
	136th Lt Mnt Co	Tuy Hoa	4-EM	11 Feb 67	6 Mar 67	Arty repair
	63d Mnt Bn	Nha Trang	11-EM	24 Mar 67	1 May 67	"
	"	"	1-EM	13 Apr 67	23 Apr 67	Small arms repair
	"	"	2-EM	3 Apr 67	30 Apr 67	Arty repair
	"	"	2-EM	13 Apr 67	"	"
	"	"	1-EM	17 Apr 67	30 Apr 67	Resupply of contact team
	101st Abn	Phan Rang	5-EM	10 Apr 67	27 Apr 67	Rebarreling of 101st Abn



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HEADQUARTERS  
US ARMY DEPOT CAM RANH BAY  
AND  
504TH FIELD DEPOT

TROOP LIST

HHC, 504th Field Depot  
3d Composite Service Detachment (ADP) (Teams FA and FB)  
96th Composite Service Detachment (DP)(Team2)

69th Maintenance Battalion (GS)  
HHD, 69th Maintenance Battalion (GS)  
128th Signal Company (Supply & Maintenance)  
129th Maintenance Support Company (DS)  
135th Heavy Equipment Maintenance Company (GS)  
510th Engineer Company (Maintenance)(DS)

96th Supply & Service Battalion (DS)  
HHC, 96th Supply & Service Battalion (DS)  
31st Supply Company (Heavy Material)(GS)  
273d Engineer Detachment (Depot)  
855th Signal Detachment (S&I)  
53d Supply Company (General Supply)(GS)  
195th Quartermaster Detachment (Refrigeration, Semi-Mobile)  
561st Quartermaster Detachment (Refrigeration, Semi-Mobile)  
563d Quartermaster Detachment (Refrigeration, Semi-Mobile)  
59th Field Services Company (GS)  
567th Engineer Detachment (Water Transport)  
74th Supply Company (Repair Parts)(GS)  
221st Supply & Services Company (DS)  
423d Supply Company (Repair Parts)(GS)  
539th Supply Company (Repair Parts)(GS)  
548th Supply Company (General Supply)(GS)  
575th Supply Company (Heavy Material)(GS)  
855th Supply Company (General Supply)(GS)

191st Ordnance Battalion (Ammunition)(DS/GS)  
HHC, 191st Ordnance Battalion (Ammunition)(DS/GS)  
174th Ordnance Detachment (Ammunition Renovation)  
33d Ordnance Company (Ammunition)  
205th Ordnance Platoon (Ammunition)  
611th Ordnance Company (Ammunition)

278th Supply & Service Battalion (GS)  
HHC, 278th Supply & Service Battalion (GS)  
56th Supply Company (Heavy Material)(GS)  
109th Quartermaster Company (AD)

383d Quartermaster Company (AS)  
239th Quartermaster Company (Service)  
524th Quartermaster Company (Petroleum Operating)  
19th Quartermaster Detachment (POL Storage)  
22d Quartermaster Detachment (POL Storage)  
588th Transportation Company (Depot)  
67th Engineer Detachment (Gas Generating)  
68th Engineer Detachment (Carbon Dioxide)  
623d Quartermaster Company (AER&D)  
647th Quartermaster Company (Petroleum Operating)

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